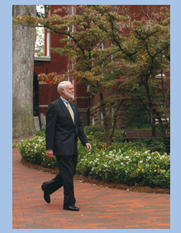


At 8:00 a.m. on September 1, 1994, G. Wayne Clough walked through the door of the President's Office in the Carnegie Building at the Georgia Institute of Technology and took his new position at the helm of the Institute.

He knew the traditions from his days as a civil engineering student, earning a B.S. in 1963 and an M.S. in 1965 before heading to the University of California, Berkeley for his Ph.D. Now he had returned, the first alumnus to serve as president, to lead his alma mater into the twenty-first century.

What he found was a robust and well-regarded regional university with a reputation for engineering and applied research and an identity that was closely aligned with the South. Its physical appearance was unimpressive, and despite being in the middle of Atlanta, it was isolated psychologically and intellectually from the city.

Ten years later, Georgia Tech celebrates one of the most remarkable decades in its history—a decade of strong and innovative progress. The Institute is now seen as a rising national power in emerging interdisciplinary fields such as biotechnology, nanotechnology, sustainability, photonics/optics, telecommunications/microelectronics, manufacturing, and logistics. Research awards and expenditures have doubled, and the Institute's growing global research and education platforms are making it one of the world's few truly international universities.

Georgia Tech is now recognized as a national leader in diversity, among both its students and faculty. The undergraduate curriculum has been energized with web enhancements, and students have embraced expanded opportunities to study abroad and participate in the Institute's dynamic research enterprise.

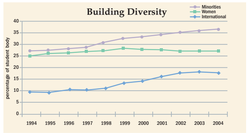
The campus has been reshaped for beauty and sustainability, and its square footage has been doubled. New and renovated structures not only feature the latest in technology, but are also designed for flexibility and interdisciplinary collaboration. The lines between campus and community have been deliberately blurred as Georgia Tech joins with adjacent neighborhoods to improve the quality of life for the entire community.

The funding that enabled the Institute to go the extra mile in its quest for excellence was provided by the highly successful five-year Campaign for Georgia Tech.

"I am pleased to have been here during ten years when much has been done," Clough reflected, "but the best years are yet to come. Hopefully, my tenure as president is helping to lay the foundation for what will be an incredible future for Georgia Tech."

Presidential Inauguration, May 1995

Building Diversity



A higher policy profile

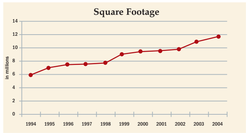
Wayne Clough has carried Georgia Tech to Washington's corridors of power, personally giving Tech a presence and voice at the highest levels of science and technology policy. Recently nominated to the National Science Board, he is also a member of the President's Council of Advisors on Science and Technology, chairs the National Academy of Engineering's Engineer of 2020 initiative, serves as vice-chair of the U.S. Council on Competitiveness, and co-chairs the National Innovation Initiative with IBM CEO Samuel Palmisano.

Georgia Tech's national and international profile has also increased as the caliber of its faculty has risen. The faculty includes internationally recognized experts on Internet security, women in science and engineering, and policy issues in Northeast Asia.

Within recent years, faculty have designed a water management system for the Nile River, trained Israeli and Palestinian environmental experts to mediate disputes over natural resources, and advised the government of Angola on rebuilding its war-ravaged infrastructure.

1996 Summer Olympic Games

Square Footage



Reshaping campus

During the past decade, Georgia Tech undertook a $1 billion reshaping of campus—largest in Institute history—to expand its capabilities, increase its quality, and improve its livability. Square footage doubled as striking new facilities were grouped strategically to foster cross-disciplinary academic and research collaboration. The campus became more environmentally sustainable through the use of energy-efficient systems, recycled and recyclable construction materials, and innovative methods to capture and reuse rainwater run-off for irrigation. Careful attention to green space and landscaping has made the campus an oasis in the middle of Atlanta.

Major new facilities

- 1995
  Manufacturing Related Disciplines Complex
  Olympic Aquatic Center
  Seven residence halls
- 1996
  Georgia Centers for Advanced Telecommunications Technology
  College of Architecture Annex
  Homer Rice Center for Sports Performance
  Two parking decks
- 1997
  Institute for Paper Science and Technology
  Engineering Center
- 1998
  Lamar Allen Sustainable Education Building
- 1999
  Petit Biotechnology Building
  Structural Engineering and Materials Research Laboratory
- 2000
  J. Erskine Love Jr. Manufacturing Building
  Advanced Wood Products Laboratory
  Aware Home Broadband Institute
  Residential Laboratory
- 2001
  Aerospace Combustion Laboratory
  Skidaway Island Research Building
  North Campus Parking Deck
- 2002
  Ford Environmental Science and Technology Building
  Russ Chandler Baseball Stadium
  Business Services Building
- 2003
  Technology Square:
  Management Building
  Global Learning & Conference Center
  Georgia Tech Hotel & Conference Center
  Economic Development Building
  Barnes & Noble @ Georgia Tech
  Technology Square Research Building
  Advanced Technology Development Center
  Parking Deck
  U. A. Whitaker Biomedical Engineering Building
  Whitehead Building (Stamps Health Services)
  R. Kirk Landon Learning Center
  Georgia Tech-Savannah campus
  John Seylor Coon Building (renovation)
  Library West Commons (renovation)
  Bobby Dodd Stadium (renovation and expansion)
- 2004
  Campus Recreation Center
  Stamps Student Center Commons

Under construction or planned:

Christopher W. Klaus Advanced Computing Technology Building
Molecular Science and Engineering Building
Nanotechnology Research Center
Innovative Learning Resources Center
Family Apartments
Food Processing Technology Building

- **Average SAT score for incoming freshmen**
  1994: 1300
  2004: 1337
- **Endowed chairs**
  1994: 36
  2004: 114
- **Academy memberships**
  1994: 13
  2004: 30
- **Interdisciplinary centers**
  1994: 50
  2004: over 100
- **National Science Foundation Centers of Excellence**
  1994: 0
  2004: 6

Undergraduate education

As the caliber of its undergraduates has increased, Georgia Tech has deliberately focused on improving the educational experience it offers.

Students are required to own computers, and the curriculum has been revised to incorporate Web enhancements, delivered through the Institute's 1,700-mile fiberoptic network and wireless environment. Midterm grade reports are now issued, and lagging students get the help they need to catch up.

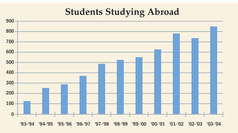
As Study Abroad programs have expanded, student participation has increased rapidly. By 2004, a third of undergraduates were incorporating international experience into their studies.

To spur the creation of opportunities for undergraduates to participate in Tech's dynamic research enterprise, President Clough created a $300,000 fund called the President's Undergraduate Research Awards. Faculty and students submit competitive proposals to enable students to participate in research endeavors or travel to conferences to make research presentations.

Athletic highlights

- 2004 men's basketball team was the first from Georgia to play in the National Championship Game.
- 2004 golf team was the seventh consecutive squad to compete in the NCAA Championships.
- 2003 volleyball team was the first ACC team to get to the Elite Eight in the NCAA Tournament.
- Football team is one of only eleven in the nation to play in a bowl game for seven consecutive years beginning with the 1997 season.
- Baseball team played in the 2002 College World Series for the second time in school history.
- 2002 ACC Championships for three teams (golf, softball, and women's indoor track) tied the Institute record.
- 2001 was the inaugural season for Tech's new women's swimming and diving team.
- 2001 women's cross country team qualified for its first NCAA Championship meet.
- 2000 women's tennis team competed in its first NCAA Tournament.
- GT Inviscid, a four-person team from the Tech Parachute Club, won the 2004 U.S. Parachute Association National Collegiate Competition.
- 2004 men's lacrosse team played in the U.S. Lacrosse Intercollegiate Associates National Championship Tournament for the first time.
- 2003 men's crew team, 2004 women's crew team won national gold medals.
- Chaunte Howard was the 2004 NCAA indoor and outdoor national champion in the high jump.
- Dana Micka became Georgia Tech's first national wrestling champion in 2002, winning the 184-pound category at the National Collegiate Wrestling Association's National Wrestling Tournament.
- Matt Kuchar was the 1997 U.S. Amateur Champion as a sophomore. He competed in the 1998 Master's, paired with Tiger Woods in the first round, and finished as the lowest scoring amateur.

Students Studying Abroad



Crossing traditional barriers

During the past decade, Georgia Tech has emerged as a leader in collaboration, both across the disciplines on its own campus and with other universities.

A genuinely interdisciplinary environment that fosters collaboration among its academic units enables Tech to attract outstanding faculty and produce well-rounded graduates who understand not just technology, but also its impact on culture and society. The Institute has developed a number of interdisciplinary degrees, and its interdisciplinary centers have more than $100 million in active research contracts.

The Coulter School of Biomedical Engineering, now ranked second in the nation, was created in 1998 in partnership with Emory University and is the nation's first joint academic department between a public and a private university.

Partnerships with other universities, local governments, and area businesses form the basis for Tech's campuses in Savannah, Georgia; Metz, France; and Singapore.

1994

G. Wayne Clough arrives on September 1 as the Institute's tenth president and first alumnus to hold that office.

Georgia Tech is awarded its first National Science Foundation Center of Excellence—the Microelectronics Packaging Research Center.

1995

G. Wayne Clough is officially inaugurated as Georgia Tech's tenth president on May 12.

Georgia Tech hosts high-ranking government and military officials from North Korea, China, Russia, and Japan in an effort to broker an agreement on nuclear weapons in Northeast Asia.

Electronic Journal of Combinatorics, started at Georgia Tech as one of the very first online refereed journals, attracts international attention and becomes a model for aspiring journals in other disciplines.

President Clough reorganizes his administration, reducing the staff of the president's office by 40 percent.

Five thousand Tech students move into new housing built for the Olympics to test it for glitches before the athletes arrive.

Georgia Tech is invited to send a delegation of three faculty and four students to the United Nations' Fourth World Conference on Women in Beijing, China.

President Clough leads the Institute in the development of a new Strategic Plan.

1996

Georgia Tech serves as the Olympic Village for the 1996 Centennial Games, housing more than 15,000 athletes and officials, and hosts the venues for swimming and boxing.

A 1,700-mile fiber-optic network connects every building on campus.

A student-initiated Academic Honor Code is approved by undergraduates, graduate students, and faculty in campus-wide votes.

The Institute launches the largest fund-raising drive in its history under the theme of "Threshold of a New Era"—a five-year Campaign for Georgia Tech with a goal of $400 million.

Georgia Tech's Academic Team takes first place in the Academic Competitions Foundation's National Championship, defeating teams from thirty-nine other universities.

Georgia Tech signs a broad partnership agreement with Fudan University in China for student and faculty exchanges, joint research, and an exchange of academic publications and course-ware materials.

1997

Georgia Tech enters the nation's top ten public universities as ranked by U.S. *News & World Report* for the first time.

All entering freshmen are required to own personal computers. A revision of the curriculum to incorporate Web enhancements and other computer-based activities moves through the academic program with this class.

Students initiate the first annual TEAM (Tech Enhancing Atlanta Metropolitan) Buzz, gathering more than 1,000 students, faculty, and staff for a day of volunteer community service.

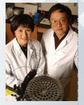
Online course registration is introduced, and Tech offers its first interactive, real-time online courses.

Tech establishes its first interdisciplinary professional master's degree program in human-computer interaction.

Georgia Tech's DramaTech, the oldest continuously operating theater company in Atlanta, celebrates its fiftieth anniversary. The company was shaped into a nationally recognized acting troupe under the seventeen-year directorship of Atlanta theater grande dame Mary Nell Santacroce.

Blueprint, Tech's student yearbook, is named one of the nation's top five yearbooks by the Columbia Scholastic Press Association.

1998



Georgia Tech is awarded three new national centers of excellence; the NSF Engineering Research Center for the Engineering of Living Tissues, the Microelectronics Focus Center Program, and the European Union Center within the Sam Nunn School of International Affairs.

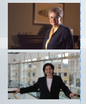
Georgia Tech and Emory University establish a joint academic department in biomedical engineering. The Coulter School of Biomedical Engineering is the nation's first known joint academic program between a public and a private university.

Tech pioneers a fully electronic classroom with video, audio, and a computerized whiteboard that captures the professor's written notes, allowing students to engage with the material rather than frantically copying notes.

Women's Resource Center opens to develop a sense of community among Tech women, provide them with information, and coordinate events focused on women.

Georgia Tech, an original Internet2 member, becomes home to newly created Southern Crossroads GigaPoP to connect universities in Georgia, Alabama, and Florida to Internet2.

1999



Georgia Tech receives the 1999 Theodore M. Hesburgh Award for Faculty Development to Enhance Undergraduate Teaching and Learning, the nation's top award for undergraduate education.

The first female deans of academic colleges in Tech history are appointed: Dr. Sue V. Rosser as dean of the Ivan Allen College and Dr. Terry C. Blum as dean of the College of Management.

The Georgia Tech Regional Engineering Program (GTREP) enrolls its first students, offering engineering degrees in conjunction with three partner universities in southeast Georgia.

Georgia Tech establishes The Logistics Institute-Asia with the National University of Singapore, which subsequently grows into a research and degree-granting platform.

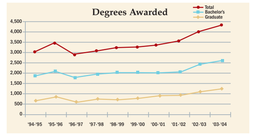
Tech cuts the ribbon on what is today the Petit Biotechnology Building, the first in an innovative, internationally recognized complex that features interdisciplinary "research neighborhoods."

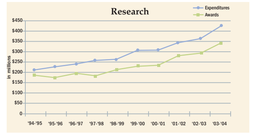
Georgia Tech wins the top award in Arts and Culture at the Ziff-Davis Global Information Infrastructure Awards for "The Turing Game," which explores issues of online identity.

When Georgia Tech announced a major fund-raising campaign in 1996 under the theme "Threshold of a New Era," the goal was to raise $400 million in five years. That goal was subsequently increased to $500 million then $600 million.

When the Campaign for Georgia Tech actually closed its books on December 31, 2000, the total of gifts and pledges had reached $712 million from more than 46,000 donors.

Hallmarks of the campaign included 233 endowed scholarships and fellowships, fifty-four endowed chairs for eminent faculty, and support for eleven new buildings.





Warming up the climate

One of the more subtle and profound changes of the Clough era has been increased diversity. Both the faculty and student body now include more women, minorities, and international students than ever before in Institute history.

Georgia Tech is a leader in graduating minority engineers and in 2000 became the first university outside the historically black institutions to lead the nation in graduating African American engineers at all three degree levels. The Institute's success is not based on quotas or preferences, but on engaging bright young minority students in exciting science and technology programs beginning as early as middle school.

Tech is also a leader in ADVANCE, a national program funded by the National Science Foundation to attract more women to science and engineering. The Institute has made its policies more family friendly, established a Women's Resource Center, and built a child-care center in conjunction with an adjacent residential neighborhood.

Rankings

- Nation's top ten public universities 1996-97, 1999-2004
- Nation's top five engineering programs every year since 1997
- Nation's No. 1 program in industrial and systems engineering every year since 1992
- Virtually every ranked program in the top 10 percent by 2004

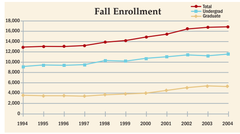
Strengthening sciences, arts, humanities

There are about twenty endowed chairs in poetry at the nation's universities. Two of them are at Georgia Tech, which also hosts one of the nation's most prestigious poetry readings.

The Institute has always been known for engineering and possesses one of the nation's top five engineering programs. But over the past ten years, Tech has made a deliberate effort to strengthen and expand its programs in the sciences, arts, humanities, and business. Exciting new programs mix music and technology, study human-computer interaction, and bring the traditions of the arts and humanities to the design of digital media for education, entertainment, and communication.

All of Georgia Tech's six colleges are larger today than they were ten years ago, but the strongest growth has been in the liberal arts programs gathered in the Ivan Allen College, which has more than doubled in size.

Grand Opening of Technology Square, September 2003



A reputation for excellence

The Strategic Plan of Georgia Tech begins with a bold statement: "Georgia Tech will define the technological research university of the twenty-first century and educate the leaders of a technologically driven world." It is a statement that offers no room for complacency.

Guided by this plan, Georgia Tech has climbed into the nation's top ten public universities and developed a reputation for quality. It enrolls one of the highest caliber freshman classes of any public university in the nation, and it has used endowed chairs created by the Campaign for Georgia Tech to attract faculty of international renown.

Its quality is sought after around the world, leading to campuses in France and Singapore and collaborative initiatives with a long list of international universities from Israel to China.

In whatever it undertakes, the Institute aspires to blaze the trail—to become the university that sets the standard for others to emulate.

2000

The five-year Campaign for Georgia Tech concludes on December 31 after raising $712 million from more than 46,000 donors living in fifty-seven nations.

Georgia Tech is the nation's top producer of African American engineers at all three degree levels, according to *Black Issues in Higher Education*. Tech is the first university outside of the historically black institutions to achieve this distinction.

Edward O. Wilson, two-time Pulitzer Prize winner and one of the world's greatest living scientists, lectures at Georgia Tech.

Georgia Tech emerges as the nation's top university in technology transfer and economic development in a national survey by the Southern Growth Policies Board.

Georgia Tech is a partner in the creation of the Rockdale County Magnet School for Science and Technology, offering students hands-on learning experiences in using science and technology to solve problems facing society.

Tech hosts "Delivering E-Commerce: Logistics and the Online Revolution," a national executive forum sponsored by the U.S. Council on Competitiveness.

2001

George W. Bush appoints Tech President G. Wayne Clough as one of twenty-four members of the President's Council of Advisors on Science and Technology.

Physics major Will Roper, a Truman Scholar, becomes Georgia Tech's first Rhodes Scholar in fifty years.

Computing on the LAWN (local area wireless/walk-up network) begins operation in fourteen buildings.

Georgia Tech wins an Exemplary Voluntary Efforts (EVE) Award from the U.S. Department of Labor for its comprehensive efforts to promote diversity.

VentureLab is created to provide a clear pathway to commercialization for research discoveries.

A team of faculty and students uses an advanced digital data system developed at Tech for earthquake reconnaissance to collect damage assessment information on structures surrounding the World Trade Towers immediately after the September terrorist attacks.

Georgia Tech wins the 2001 International Aerial Robotics Competition with the only aerial robot to accomplish autonomous flight in the competition.

2002

The "smart shirt" is placed in the Smithsonian Institute's collection of important textiles. The washable shirt is interwoven with optical and electrical fibers that read vital signs, pinpoint injuries, and relay the information wirelessly.

The first annual Bourne Poetry Reading features Billy Collins, U.S. Poet Laureate and the nation's best-selling poet, and Rita Dove, Pulitzer Prize winner and past U.S. poet laureate.

President George W. Bush visits campus to view a demonstration of leading-edge first-responder technology and announce new funding for first responders as part of the war on terrorism.

Violin virtuoso Itzhak Perlman performs at Georgia Tech's Ferst Center for the Arts, following in the footsteps of famous artists such as Yo-Yo Ma, Wynton Marsalis, and Marcel Marceau.

Techno Poetry Festival 2002 showcases the work of artists and poets who use technology such as laser beams, biostates, interactive media, and game structures.

The Georgia Tech Europe Alumni Association is formed.

2003

Georgia Tech cuts the ribbon on Technology Square, extending the campus across the I-75/85 connector into Midtown Atlanta's high-tech business community.

Technology transfer, commercialization, and economic development programs are gathered in the new Office of Economic Development and Technology Ventures to facilitate collaboration with business and industry.

A student venture team wins $250,000 at the 2003 Carrot Capital Business Plan Challenge in New York for its business plan for start-up Torex International, offering steel fiber designed for the international construction industry.

The R. Kirk Landon Learning Center, a joint child-care facility between Georgia Tech and the Home Park neighborhood, opens its doors.

Professor Russell Dupuis receives the National Medal of Technology from President George W. Bush.

2004

Tech President G. Wayne Clough and IBM CEO Sam Palmisano co-chair the National Innovation Initiative, which is launched from the Georgia Tech campus. An initiative of the U.S. Council on Competitiveness, the goal of the NII is an action agenda to enhance the nation's capacity for innovation.

Georgia Tech becomes a founding partner in National Lambda Rail Inc. to build a powerful, high-speed computer network for research.

The design of alumnus Michael Arad, Arch 1999, is chosen from among more than 5,000 entries for the World Trade Center Memorial in New York City.

President Clough receives the 2004 Outstanding Projects And Leaders (OPAL) award from the American Society of Civil Engineers (ASCE) for his outstanding career in education.

Ph.D. student Gabriel Brostow is one of two Americans to receive a Marshall Sherfield Fellowship for post-doctoral work in Great Britain. He is the first computer scientist to win the award.

Clough 10

A decade of exponential progress

Georgia Institute of Technology